

Mongolia: Roads, Energy, Vocational Training, Health and Land Tenure

Compact Overview

In October 2007, the Government of Mongolia and the Millennium Challenge Corporation signed a five-year, \$284.9 million compact to increase economic growth and reduce poverty. The Mongolian government collaborated with key stakeholders, including the private sector and civil society, to identify country-led priorities for MCC investments and country-specific constraints to economic growth. As a result, the Mongolian government developed a compact plan focused on investments in land tenure, health, vocational education, and transportation. The compact was amended in 2010 to include investments in energy and the environment. Ultimately, the final compact's five projects were:

- ★ **Property Rights Project:** to increase the security and capitalization of land assets held by lower-income Mongolians and increase peri-urban herders' productivity and incomes.
- ★ **Health Project:** to increase the adoption of behaviors which reduce non-communicable diseases and injuries (NCDI) and improve early detection, treatment and control of NCDIs.
- ★ **Vocational Education Project:** to increase employment and income among unemployed and marginally employed Mongolians.
- ★ **Energy and Environment Project:** to reduce air pollution in the capital city, Ulaanbaatar, through financial incentives for power technology adoption, network upgrades and tariff subsidies.
- ★ **North-South Road Project:** to provide more efficient transport for trade and access to services.

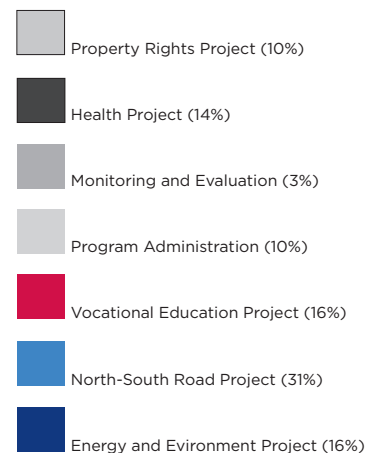
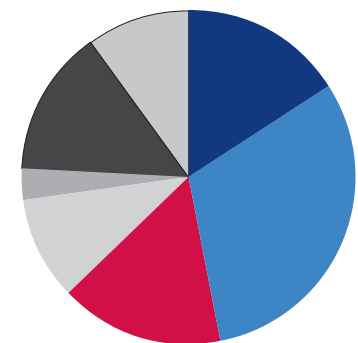
Mongolia Compact at a Glance

Signed Oct. 22, 2007

Entry into Force..... Sep. 17, 2008

Compact End Date... Sep. 17, 2013

Compact Total \$284,911,363



Summary Of Expected Outcomes

- ★ Increased employment rates of technical and vocational education and training (TVET) graduates.
- ★ Increased annual salary of TVET graduates.
- ★ Decreased the travel time from Choir to Sainshand by more than half, from 5 hours to just over 2 hours.
- ★ Decreased prevalence of high salt intake and high blood pressure.
- ★ Increased focus on the prevention and treatment of cardiovascular disease, stroke, adult onset diabetes, hypertension, cervical cancer, and breast cancer.
- ★ Decreased estimated health costs from air pollution in Ulaanbaatar.
- ★ Increased immovable property values of land plots in the *ger*¹ districts of Ulaanbaatar and eight regional centers.
- ★ Increased herder incomes and more productive and sustainable use of pasture land.



Ger, Ulaanbaatar.

¹ A ger is a traditional Mongolian yurt. Mongolian cities have an urban core of buildings surrounded by neighborhoods of land plots where lower income people live in their gers or small houses. These areas are known as ger districts.

Property Rights Project

The \$27.8 million Property Rights Project was designed to address the complex and costly process of obtaining land ownership by improving the property registration system and helping poor households obtain titles to land in urban *ger* districts. The project also facilitated the leasing of pastureland near cities to herder groups in peri-urban areas and invested in infrastructure and training to improve livestock productivity and herder incomes in peri-urban areas. Over the next 20 years, this project is expected to increase household income by \$13.9 million and benefit 112,760 people.

The Property Rights Project provided formalization assistance to some of the most vulnerable people in Mongolian society but fell short of its target of privatizing and registering 53,000 ger area land plots. This was due to some plots having issues that needed government resolution prior to registration, and some intended beneficiaries formalizing their land rights on their own between project design and implementation. The project's extensive public outreach efforts and improvements to the registration system played a role in this.

Project Activity	Outputs to Date	Expected Outcomes
Improvement of Land Privatization and Registration System Activity	1,586 stakeholders trained; 11 land administration offices established or upgraded; Electronic property registration system designed and installed; Paper records on property rights converted to digital form	Increased access to loans and property investment; Streamlined business registration processes; Reduced time and cost of property registration
Privatization and Registration of Ger-Area Land Plots Activity	18,336 ger area land plots formalized; 67,273 urban parcels mapped	Increased access to loans and property investment; Main utility corridors identified; Land ownership rights fully privatized and registered for low- and middle-income households
Peri-Urban Land Leasing Activity	346 wells completed; 1,315 households trained; 1,315 household land rights formalized; 387 leases awarded; increase number of herder groups in Darkhan, Erdenet and Ulanbaatar adopting hay making requirements and capacity; maps produced for each peri-urban area showing herder location, land use and suitable leasing sites; Fences and animal shelters constructed on suitable leasing sites	Increased income and reduced land degradation



A beneficiary of the Property Rights Project displays her land title.

Health Project

The \$38.97 million Health Project was designed to address Mongolia's rapidly increasing rates of non-communicable diseases (NCDI) and injuries and overemphasis on treatment-based approaches by strengthening the national program for prevention, early diagnosis and management of NCDIs. The project also sought to address major causes and risks of NCDIs, which cause premature adult death and disability and ultimately affect labor force productivity and the economic well-being of Mongolians. Over the next 20 years, this project is expected to benefit more than 1.7 million people.

Project Activity	Outputs to Date	Expected Outcomes
NCDI Capacity Building Activity	15,604 health staff trained; Senior NCDI advisory boards and expert panels established; NCDI practices, personnel, equipment, and supplies assessed; NCDI-relevant protocols, guidelines and job descriptions reviewed; Two mammography machines purchased	Improved national and local response to NCDI and increased availability of sound services
NCDI Prevention Activity	National and regional NCDI communications campaign developed; Interventions to promote behavior change among youth and high-risk individuals developed and implemented; Over 1.4 million health education materials distributed; 9,111 girls age 11-15 received human papillomavirus vaccine	Increased availability of sound services in understanding and prevention of NCDIs; Increased focus on treatment of cardiovascular disease, stroke, adult-onset diabetes, cervical cancer, and breast cancer; Implementation of cancer registry and recall system
NCDI Early Detection Activity	New NCDI screening procedures implemented in selected sites; Breast and cervical cancer screening methodologies improved; Operations research on feasibility of cervical cancer immunization conducted; Ongoing hypertension, diabetes, cervical cancer, and breast cancer screenings	Increased availability of sound services in early detection of non-communicable diseases
NCDI Management Activity	Community-based disease management program and systems developed; New NCDI management services implemented in selected sites; 7 clinical guidelines and 4 clinical standards approved and distributed; Revised tobacco control law approved; Provision of advanced equipment and drugs for diagnosis and treatment patients after stroke and heart attack; Establishment of catheterization laboratory, CT scan, intensive care, and rehabilitation units for stroke and heart attack patients (4 units including 40 state-of-the-art hospital beds)	Improved national and local response to NCDIs and increased availability of sound services



A trained practitioner screens for hypertension.

Vocational Education Project

The \$47.3 million Vocational Education Project was designed to improve and modernize Mongolia's vocational education system by supporting reforms to TVET training policy and operational framework, implementing professional development programs for TVET instructors, updating curricula based on competency-based training standards, establishing a labor market information system, and providing state-of-the-art equipment. Over the next 20 years, this project is expected to benefit 170,000 people.

Project Activity	Outputs to Date	Expected Outcomes
Reforms to TVET Framework and Operational Framework Activity	TVET legal and policy reform framework in place; National Advisory Board for Vocational Education and Training established to enable labor market response, rationalization of public funding, standard-setting and coordination of quality assurance, and course accreditation	Improved quality and relevance of TVET system
Skills, Standards and Competencies Activity	National standards for short- and long-term career training established; Curricula, courses and materials updated for long- and short-term career training; Assessment and credentialing system developed; Capacity of methodology centers to distribute training resources improved; 28 competency-based curricula for key trades prepared	Skills standards and a competency-based qualification training system based on nationally approved units of competency, modules and courses established
Competency-Based Training System Activity	1,370 instructors trained or certified in technical training areas, 47 percent of whom are female	Implement the new competency-based training systems in TVET schools; Training extended to approximately 1,500 vocational teachers and administrators in 52 technical and vocational training institutions
Career Guidance System Activity	Employment information services installed in 8 regional methodology centers; Career guidance services and web-based career information systems established	Full implementation of career guidance system into schools
Improvements of Learning Environments Activity	Construction, rehabilitation and equipping of 18 targeted facilities; Three centers of excellence established in mining, construction and health	Upgraded equipment and technology in practical training sites of selected TVET schools



A TVET student trains in Ulaanbaatar.

Energy and Environment Project

The \$45.3 million Energy and Environment Project was designed to reduce high levels of air pollution in Ulaanbaatar through financial incentives for urban ger district residents to adopt energy-efficient and lower-emission technologies, through upgrades to the electrical network and through limited tariff subsidies in support of the country's first on-grid commercial wind farm in Mongolia. Over the next 20 years, this project is expected to benefit 343,570 people.

Project Activity	Outputs to Date	Expected Outcomes
Millennium Challenge Energy Efficiency Innovation Facility Activity	10 heat-only boiler sites upgraded; Subsidies distributed for 103,255 stoves, more than 20,000 ger insulation sets, more than 5,000 ger vestibules, and 99 energy efficient homes	Reduced incidence of respiratory-related morbidity; Reduced fuel consumption
Wind Activity	Nalaikh substation upgraded; Fiber optic cable installed, dispatch training simulator installed	Substitution of wind power for additional coal-fired power generation capacity and improved power quality
Public Awareness Activity	Broad, comprehensive public awareness campaign implemented to increase consumer awareness of renewable energy, energy efficiency and subsidies	Increased consumer awareness of renewable energy, energy efficiency and subsidies; Increased collaboration with and awareness of participating partners



A family in Ulaanbaatar with their new stove.

North-South Road Project

The \$88.4 million North-South Road Project was designed to address the inadequate transport infrastructure for trade and associated inaccessibility of services in the critical economic corridor of the country by constructing an all-weather road in a key segment of the corridor and connecting Mongolian markets to key trading partners. Over the next 20 years, this project is expected to benefit 168,900 people.

Project Activity	Outputs to Date	Expected Outcomes
Choir-Sainshand Road Activity	176 kilometers of roads completed; Two access roads built to connect local soums about 5,000 residents to the main road	Significant decrease in travel time from Choir to Sainshand; Increase in average annual daily traffic; Increased signage and other safety improvements



A portion of the North-South Road.

Principles Into Practice: Policy Reform

MCC investments seek to address barriers to economic growth and help sustain increased income for beneficiaries long after compact programs end. To achieve this goal, the compact must be implemented in tandem with a broader development strategy. During the compact development process, MCC and the Mongolian government partnered to examine conditions surrounding the proposed compact investments and develop a plan for policy reform to maximize compact impact and sustainability. The Mongolian government made crucial policy changes and supported the conditions necessary for continued growth and investment. Key achievements by project are highlighted below:

Property Rights Project

Urban Property Rights Legal and Regulatory Reform: The project sought to revise numerous laws and regulations to facilitate linkages between the land mapping and property registration systems and simplify the process by which urban ger-area dwellers become land owners.

Urban Property Rights Institutional Capacity Building and Reform: The project helped improve the Mongolian government's property registration agency's efficiency and quality of its work. This effort included business process improvement, implementing an electronic property registry system, and substantial staff training.

Peri-Urban Property Rights Legal and Regulatory Reform: The project developed a number of recommendations for the improvement of legal and regulatory systems in pastureland management to facilitate clear rights to lease land, to collect rent, and to improve the use and sustainable management of pastureland.

Health Project

The project trained primary care providers and provided equipment to detect NCDIs and counsel on risk factors to prevent NCDIs. Behavioral change activities included social marketing of healthy lifestyles, work-place interventions and community-led, grant-financed NCDI prevention activities. The Ministry of Health developed several key evidenced-based guidelines for cardiovascular diseases prevention, detection, and treatment.

Vocational Education Project

The passage of the TVET law in 2009 put in place a new legal, policy and operational framework for a modern TVET system, fostering institutional mechanisms for a more demand-driven and private-sector engaged TVET system. Passage of the law increased funding to the TVET sector and allowed schools to generate income and recover costs. The law also included the establishment of the National Council for Vocational Education and Training with equal public-private representation and an implementing secretariat.

Energy and Environment Project

The compact included a condition precedent tying the disbursement of the project's wind tariff subsidy with the establishment and implementation of a plan by the Mongolian government for increasing electric tariffs to cover the cost of electricity produced by the wind farm.

North-South Road Project

The Government of Mongolia has affirmed its commitment to the Road Fund, the source of funding for road maintenance and network expansion, by demonstrating a yearly increase in the amount committed to the fund. The funding levels take into account the amount committed during the previous fiscal year and incorporates inflation and maintenance needs of existing, improved and newly constructed roads. This commitment is the key factor in the sustainability of the North-South Road Project.

Insight into Implementation

During the implementation process, Millennium Challenge Account-Mongolia and MCC compiled key lessons regarding best practices for compact implementation; facilitated reallocation, re-scoping and restructuring of funds as necessary; and coordinated with the broader development community.

Lessons Learned

- ★ On April 27, 2009, the Government of Mongolia notified MCC that it intended to withdraw the Rail Project from the compact. In January 2010, after an intense, condensed due diligence period, MCC reallocated approximately \$188 million from the Rail Project to expand the Health, Property Rights and Vocational Education projects and add the North-South Road and Energy and Environment projects. The introduction of two complex projects during the second year of implementation of the compact was an ambitious pursuit:
 - * The North-South Road Project faced several complications, including the limited construction season, unpredictable weather and Mongolia's harsh winters. After experiencing financial issues with the first contractor on the road, the entire project required a re-bid with only two years of implementation time remaining. MCA-Mongolia creatively split the project into two lots to be able to complete the scope in the limited timeframe.
 - * The Energy and Environment Project was able to subsidize over 103,000 stoves in just two winter heating seasons. At the start of project, MCC and MCA-Mongolia wanted to invest in solutions likely to have the greatest impact on household air pollution, but the emissions performance of products was unknown. The project established a product review process that included analysis prior to the approval and launch of the subsidy program. This included technical analysis (including independent stove and fuel testing), market analysis, cost-benefit analysis, risk analysis, and subsidy setting. The model was piloted before it was scaled up.
- ★ Experiences from implementation underscored the importance of coupling training initiatives with equipment delivery. The Health, TVET and Property Rights projects all had training components. The Health Project instructed health professionals on how to properly use the new, state-of-the-art screening and diagnostic equipment provided by the project. The Vocational Education Project taught teachers how to train students using the new competency-based training curricula, in addition to how to

utilize new training equipment. The Property Rights Project trained herder groups in proper rangeland management practices and also trained employees of the General Administration on State Registration how to use the new Electronic Property Registry System. If equipment and tools are provided without appropriate training and manuals, the sustainability of this equipment donation is at risk.

- ★ The Mongolia Compact was one of the first to make extensive use of competitive grants programs. The competitive grants were not originally in the compact's design, but during the course of implementation became identified as a method of further maximizing the benefits of project activities in the Vocational Education, Energy and Environment and Health projects, as it provided a mechanism for more organizations to compete for funding, complementing the projects' objectives.

Reallocation, Rescoping and Restructuring

In January 2010, a formal compact amendment reallocated approximately \$180.4 million from the Rail Project towards the expansion of the Health, Property Rights and Vocational Education projects and the addition of the Road and Energy and Environment projects. This was MCC's largest successful compact restructuring to date. It required a significant due diligence effort in only seven months. This process could never have been successful without the effective cooperation of MCA-Mongolia, MCC, MCC's consultants, and the Government of Mongolia. Working together in a way that quickly screened out unviable proposals and focused on addressing key questions and concerns on the remaining promising ones allowed for proceeding with such a large reallocation of funds. In the end, all of the projects were able to be completed on time and within budget.

Coordination in the Development Community

Close coordination with other international donors and development agencies is critical to the success of MCC compacts. Coordination saves time and money, avoids costly duplication and unsuccessful approaches, minimizes transaction costs for partner countries, and leverages MCC investments by enabling co-funding, complementary programs and use of joint structures.

In the North-South Road Project, MCC and MCA-Mongolia utilized the Asian Development Bank's designs and environmental management plans for the Choir-Sainshand Road, which enabled MCA-Mongolia to pick up an ambitious construction project with a limited timeframe remaining in the compact.

The Property Rights Project made use of the results of the Asian Development Bank's Cadastral Survey and Land Registration Project and built upon previous efforts by the United Nations Development Program and the World Bank.

During project design and implementation for the Vocational Education Project, attention was directed to complementing and building upon past and current efforts by the Asian Development Bank, the German Agency for International Cooperation, Japan International Cooperation Agency, the Australian Agency for International Development, and other donors in a range of activities such as curriculum development, facilities renovation and teacher training.

The Health Project will complement the activities of other donors including Asian Development Bank, the Japanese International Corps of Welfare Services and the World Health Organization (WHO). The WHO helped MCA-Mongolia produce technical guidelines for the Health Project and also assisted with the technical training of staff involved in the screening component of the project.

The design of the Energy and Environment Project was informed by a variety of air quality, building and stove-related studies from the World Bank, Asian Development Bank and the German Agency for International Cooperation. In 2010, a memorandum of understanding was signed with the United Nations Development Program and its Building Energy Efficiency Project to collaborate on energy-efficient home design, construction supervision and energy audits.

Coordinating with other U.S. Government Agencies

Careful coordination of U.S. Government assistance helps MCC better serve the U.S. taxpayer and its country partners. In the Mongolia Compact, partnerships with the Peace Corps supported technology and English training components under the Vocational Education Project. The Property Rights Project drew heavily from USAID's experience on economic development in *ger* areas, and lessons from USAID's Gobi Initiative informed the final design of the Peri-Urban Land Leasing Activity. In 2010 and 2011, MCC signed an interagency agreement with the Department of Energy's Lawrence Berkeley National Laboratory for technical support for stove testing and selection—as well as monitoring and evaluation—for the Energy and Environment Project. At the end of 2012, the Government of Mongolia officially became a partner in the Global Alliance for Clean Cookstoves, an initiative that was launched by the State Department in 2010.

Coordinating with the Private Sector

In the Health Project, Merck and Axios International were key private sector partners in the delivery of human papillomavirus vaccines. In 2011, the Government of Mongolia received a donation of 14,000 vaccines to use in a pilot program to vaccinate girls 11-15 years old; the vaccines were administered in three rounds in late 2012 and early 2013. More than 9,000 girls received all three doses of vaccine. Merck covered the cost of the donated vaccines for the program in Mongolia while all operational costs of implementation of the pilot program were covered by the Health Project.

With the help of a compact-funded expert team and encouragement from the Ministry of Health, Mongolia's leading bakery proved that reducing salt content and accurate nutritional labeling resonates well with consumers. In July 2011, Talkh Chikher decided to reduce the salt content in their bread by 12 percent, starting with the Atar brand, the company's best-selling product. The company followed this initial decision with an across-the-board reduction in salt content in all of its bread and wheat-based snack products. Talkh Chikher is also taking the lead in nutritional food labeling, based on another MCA-sponsored workshop on standard labeling of food products in March 2011. These new labels will provide vital information to consumers on salt, sugar, and fat content.

The third round of the Small Competitive Grants Program of the Health Project focused on health-promoting workplaces and helped establish the Health Promoting Workplace Network, which now has more than 300 corporate members.

In the Vocational Education Project, through an agreement with Wagner Asia (the Mongolian representative of U.S. heavy machinery manufacturer Caterpillar Inc.), a train-the-trainers program was implemented for heavy machinery operators and service technicians. The Oyu Tolgoi Mining Company, the largest in Mongolia, invested heavily in workforce development, and in collaboration with the TVET Project, helped establish a TVET Partner Coordination Database. Twinning relationships between Australian TVET colleges and project-supported centers of excellence have provided institutional strengthening that helps ensure sustainability of MCC investments.

The Energy and Environment Project's Wind Activity provided the network upgrades necessary to incorporate power from the Salkhit Wind Farm, a private development and the country's first wind farm, into the national grid.

Coordinating with Academic Institutions

The Health Project worked in collaboration with George Washington University (GWU) to support 35 health care workers in a Masters in Public Health program to develop a new cohort of public health and NCDI advocates. With the help of a 15-month grant, the Health Sciences University of Mongolia (HSUM) has launched a partnership with GWU to establish a new master's of public health program that will improve HSUM's public health curriculum. The new training program includes classroom work and time spent performing research and public health improvement projects in the physicians' home regions. HSUM also took responsibility for ensuring that doctors and nurses across the country received high-quality training to properly carry out screening for non-communicable diseases. This included training-of-trainers at all four of its campuses. University staff, Ministry of Health working groups and international experts also reviewed existing training curriculums and clinical guidelines, standards and protocols and helped to develop new ones for use across the country.

Sustainability of Impacts

In order to ensure that Mongolians continue to benefit from MCC investments in the long run, each compact is equipped with measures to ensure sustainability. MCC and MCA-Mongolia worked together to assess and mitigate compact-specific obstacles to environmental, social and institutional sustainability.

Environmental Sustainability

In order to achieve economic growth and poverty reduction, environmental and natural resources must be valued and well-managed. MCA-Mongolia managed all environmental risks of compact-funded activities in a manner consistent with international best practices. Strategic environmental assessments were conducted where applicable, cumulative environmental impacts of all projects were estimated, and mitigation measures were undertaken if necessary. MCC also helped enhance the capacity of the Ministry of Nature and Environment to enforce and implement the country's environmental laws and regulations and to carry out effective environmental oversight and monitoring of the compact implementation. MCA-Mongolia hosted three annual hazardous materials workshops to share experience and lessons on how to safely handle hazardous wastes created from building renovations, medical procedures or other operations. Due in large part to the exposure MCA-Mongolia gave to the issue, in 2010 the Government of Mongolia banned the use of asbestos in construction materials.

Social Sustainability

Ongoing public consultations with various stakeholders, including women and other vulnerable groups, will be essential in supporting the social sustainability of the Mongolia Compact. Health and safety guidelines developed and implemented by MCA-Mongolia will help to support the social sustainability of the Vocational Education Project. To enhance social sustainability, the Health Project includes the NCDI Capacity Building Activity, which is a critical component to the project's success because it will help to change attitudes and practices of health providers and build conviction among the Mongolia medical

practitioners and clients of the effectiveness of the new interventions introduced under the project. A compact-wide women's leadership campaign was launched in the spring of 2013 to emphasize the economic contributions and potential of women through compact-funded activities. A partnership with the Mongolian National Committee for Gender Equality has resulted in the implementation of additional activities to increase its focus on males in health and enabling access to health screenings for disabled.

Institutional Sustainability

Each of the five projects was accompanied by recommended, complementary policy reforms designed to maximize and institutionalize impact. Where relevant, compact activities included a capacity building objective intended to increase human capital and equip Mongolians with the knowledge and technical expertise to maintain, manage or enhance compact achievements. Twinning relationships between two TVET centers of excellence and the Holmesglen Institute in Australia led to signed memorandums of understanding to assure continued engagement on quality-improvement issues. Other donors—such as the Asian Development Bank, the German Agency for International Cooperation, the European Union, and South Korea—are also investing in the TVET sector. The Vocational Education Project can be credited with helping to leverage this support as a result of its investments in modernizing TVET and policy reform efforts, which created an attractive context for other donor investments.

MCC Core Principles

MCC's mandate is to reduce poverty through economic growth by partnering with countries committed to ruling justly, economic freedom and investment in their citizens. As a result, the Mongolia Compact was developed, implemented and evaluated with attention to MCC core principles of good governance, country ownership, transparency, and a focus on results.

Good Governance

Good governance is a critical component of promoting economic growth. Policies that respect the rule of law, protect civil liberties and fight corruption help lay the foundation for a society to thrive. Mongolia's commitment to good governance, civil liberties and other critical factors was essential for compact success. During the compact development process, MCA-Mongolia and MCC looked closely at the policy and institutional environment to assess areas that might limit investment impact and sustainability and planned for appropriate policy and institutional reforms.

Within the Property Rights Project, MCA-Mongolia carried out a major sustainability effort with every herder group and local government involved in the project. This included a review of the rights and obligations of herder groups as leaseholders and the responsibility of the local governments to collect rent, enforce the animal limits on the leases and help the herder groups continue their development.

The Energy and Environment Project prompted the Mongolian government to adopt a more centralized approach to air quality management, culminating in the establishment of the National Coordinating Committee on Air Pollution Reduction in the president's office and a similar committee in the parliament.

Country Ownership

Development investments are more effective and sustainable when they reflect countries' own priorities and strengthen governments' accountability to their citizens. In close consultation with citizens and civil society, the Mongolian government took the lead in setting priorities for MCC investments and implementing compact projects. Ongoing consultations with key stakeholders and representatives from under-represented groups encouraged local agency and supported the country-led development approach.

In a demonstration of ownership over the compact activities, the Government of Mongolia committed to funding the recurrent costs of the NCDI program and screening and disease management activities for low-income people. The government contributed additional funding to the Energy and Environment Project subsidy program.

Additionally, the Ministry of Economic Development and the Cabinet Secretariat will continue project management in the same fashion in which MCA-Mongolia implemented the compact—with a program logic based on economic rates of return, projects that uphold international environmental and social standards and diligent monitoring and evaluation.

Focus on Results

MCC is committed to achieving results in practice, not just in principle. Across its entire investment portfolio, MCC's results are collected, measured and reported throughout the lifecycle of a compact and in the post-compact period. Monitoring and evaluation (M&E) starts at compact development with the creation of a formal M&E plan and an indicator-tracking table that provides cumulative program data. Data collection and analysis continues during compact implementation, and independent post-compact performance and impact evaluations are carried out to measure long term effects of MCC investments. The Mongolian government remains committed to maintaining a focus on results and sustaining compact achievements through improved infrastructure, workforce capacity and policy reform.

Monitoring Activities

As with all MCC compacts, monitoring of the Mongolia Compact was carried out using objective and reliable data to assess four elements of the compact: impact on direct beneficiaries' income, achievement of objectives, intermediate and projected compact outcomes, and timely delivery of compact-related goods and services. Data quality reviews were conducted intermittently by independent third parties to verify data consistency and quality.

Performance Evaluation Activities

The Mongolia Compact was assessed through ongoing evaluations, and selected project activities will undergo final independent performance evaluations to address questions pertinent to program design, management and operational decisions—such as what the project achieved, how it was implemented and how it was perceived and valued. There are two performance evaluations planned for the Mongolia Compact:

Planned Performance Evaluations	
Activity (Project)	Expected Dissemination of Performance Evaluation Results
Health Project, (all activities covered under one evaluation)	December 2013
Land Registration Activity, including institutional strengthening and related public outreach (Property Rights Project)	December 2014

Impact Evaluation Activities

MCC funds independent impact evaluations to answer the fundamental question of whether a MCC compact investment was successful in raising income levels for Mongolian program beneficiaries in a cost-effective way. These evaluations are conducted upon program completion and generally take at least one year to execute. While M&E plans help identify results during implementation and signal whether programs are on track to meet their goals, only impact evaluation results can confirm income gains attributable to MCC investments. There are five impact evaluations planned for the Mongolia Compact:

Planned Impact Evaluations	
Activity (Project)	Expected Dissemination of Impact Evaluation Results
Privatization and Registration of Ger Area Land Plots Activity (Property Rights Project)	December 2016
Peri-Urban Land Leasing Activity Phases 1 and 2 (Property Rights Project)	December 2013 and December 2015 (phase 1 initial follow-up and second follow-up), and December 2014 and 2016 (phase 2 initial follow-up and second follow-up)
Peri-Urban Land Leasing Activity: land degradation effects (Property Rights Project)	January 2014 (Phase 1 and early results Phase 2) and January 2015 (Phase 2)
Energy and Environment Project (Public Awareness Activity and Millennium Challenge Energy Efficiency Innovation Facility Activities)	March 2014
Vocational Education Project (Competency-based training system, improvement of learning environments, and industry-led skills standards system activities)	TBD 2017

Mongolia Success Story: Baigalmaa Enebish

Baigalmaa Enebish is a single mother and was recently was living in a rented room in someone else's home. She had no stable income and few employment opportunities. Baigalmaa noticed there were many women around her who were in the same situation.

With support from the Property Rights Project, she decided to form a group the Neighbors' Friendship Cooperative to address the members' housing-related challenges. With Baigalmaa's help, the cooperative received several grants from international donors to build a fence, extend the electricity grid and dig wells. The group hoped to apply for a loan from the Asian Coalition for Housing Project, but a lack of collateral prevented them from doing so.

An MCA-Mongolia Property Rights Project contractor came door-to-door in their area to introduce the project's objectives, explain that it was possible for them to own land and offer technical assistance. Upon hearing of this opportunity, Baigalmaa needed less than one month to acquire land; previously, it may have taken an average of four to five months.

Baigalmaa immediately recognized the importance of encouraging other women in the Neighbors' Friendship Cooperative to do the same. Under her leadership, other members of the cooperative received land titles through the project as well. With land as collateral, the members of the cooperative were granted a housing loan that they are using to invest in building six houses and providing fourgers to other cooperative members. In the future, the cooperative members also intend to grow vegetables for household use. If they produce more than they need, they plan to sell the surplus.

In Mongolia in 2011, women's participation in land ownership increased by 5 percent in the different MCC-funded project areas. Women now hold approximately 40 percent of land titles in eight regional centers throughout the country. Land ownership is helping both men and women invest in their land and look forward to a more prosperous future.

"Previously, privatizing land seemed like a difficult goal to achieve, since we heard it's a long and tedious process with heavy bureaucracy. We knew very little about the whole complicated procedure...

The [MCA-Mongolia] contractor familiarized us with the process, collected our relevant materials, and soon we all received our land ownership certificates...

This was the helping hand that people like us needed."

Baigalmaa Enebish

